

Associate Performance Planning Worksheet - Non-supervisory Associates

Employee Name: Furfari, Katherine L

Position: Human Resources Specialist (Recruitment & Placement), GS-0201-12

Organization: CPAA

Main Appraiser: Foley III, Sylvester Robert

Date Developed: 28-FEB-2017

Date Issued: 02-MAR-2017

Critical Element: Customer Relations(15%)

Description: This critical element considers ability to build coalitions and working relationships with internal and external partners; responsiveness to the needs of customers; effectiveness of communications; and interpersonal skills.

Derived From	General Measure	Specific Measure	Standards/Exception					Feedback Source For Monitoring
			Level 1	Level 2	Level3	Level4	Level5	
PD, OHRM Goal #1,3; HR Dir CE Customer Relations	Quality, Timeliness	Develops, maintains, and expands relationships with customers to facilitate the accomplishment of customer objectives; professionalism; relationship management - consultation and partnership with internal and external customers.	The quantity or quality of the employee's work is not adequate for the position or organizational needs. Tasks are not completed with the required accuracy and thoroughness. Products are not completed within established timeframes or require major revision because they are incomplete or inaccurate. Lack of adherence to required procedures, instructions, and formats contribute to inadequate work products. Deficiencies create adverse consequences for the organization or create unacceptable burdens for other personnel. The employee's lack of cooperation with customers, supervisor, and/or coworkers, or loss of credibility due to irresponsible communication or work activity, interferes with the successful completion of the work.	Customer service is delivered requiring frequent oversight by supervisor and/or team lead: Listens to customer/employee perspectives without following through with clarifying questions to determine issues. (i.e., Customer interactions apply simple communication principles without use of probing questions to identify strategic issues or clarify goals or intentions.) Acknowledge a customer/co-worker's request usually within 2-3 days of receiving it as appropriate, and fulfills the request within the established timeframe. (when an employee is scheduled to work) Utilizes out of office message as appropriate. Responds to customer and stakeholder needs and requirements exceed agreed upon timelines usually by 2-3 days. Usually demonstrates a polite, professional manner when listening to others but have received valid concerns regarding communication from customers and team members. Adapts to changing needs with guidance from supervisor or team lead. Completes assigned tasks and focuses on providing the service requested with continual assistance from	Ensures customer service is delivered according to established procedures, goals, quality and timeframes: Actively listens and ensures that customer or employee perspectives are heard and considered.(e.g., as evidenced by efforts to clarify issues; appropriate responses; resolution to issues.) Acknowledge a customer/co-worker's request within the same day of receiving it as appropriate, and fulfills the request within the established timeframe. (when an employee is scheduled to work) Utilizes out of office message as appropriate. Responds to customer requirements consistent with agreements in regards to timeliness and quality. Demonstrates a polite, professional, interested, engaging, supportive, interpretive, attentive manner when listening to others. Appropriately adapts to changing needs and stressful situations. Establishes and maintains effective working relationships with the customer. Provides accurate and timely advice to customers. Shares expertise with customers and develops solutions that support	Meets requirements for Level 3 and: Acknowledge a customer/co-worker's request promptly upon receipt as appropriate, and fulfills the request ahead of the established timeframe. Anticipates and validates customer's requirements and structures delivery to improve customer's ability to achieve timely business outcomes. Ensures customer receives seamless support from initial contact through resolution/results. Provides accurate and timely advice and work products to customers ahead of established timeframes. Completes tasks accurately and timely ahead of the established deadlines. Anticipates needs and proactively addresses needs by presenting options, taking action, and following up. Influences decision makers with recommendations supported by research and analysis.	Meets requirements Level 4 and: Actively and routinely engages with customers as a valued partner and contributes to customer's strategic direction and decisions. Anticipates customer needs; highly adaptable, team player, understands compromise and creates a win, win outcome as a result of active participation. (i.e., Continuously keeps customers informed regarding sensitive issues or controversial emerging issues and offers recommendations to proactively respond to developing problems. Proactively participates on OHRM/PBS/FAS Initiatives and/or external teams with regional and agency impact; contributes to the completion of work products, implementation, or special/situational assignments.) Provides an accurate, professional response when faced with a quick or changed deadline or request for immediate assistance from a (possibly disagreeable) customer/co-worker and re-prioritizes work as appropriate to accommodate the request. Leads communication with customer to address their requirements and promptly follows-up to ensure customer	Supervisor, Leads, Employee Self-Assessment, Customer Feedback; SLA's, Customer Surveys

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				supervisor and team lead.	the customer's business objectives. Completes tasks accurately and timely according to established deadlines.		satisfaction. Analyzes and evaluates systemic HR problems and takes steps to resolve problems. Customer feedback is overwhelmingly positive as it relates to work performed.	

Critical Element: Special Projects(9%)

Description: Standards may be tailored by adding further measures which may include reference to established timeframes, dates, metrics, and percentages as appropriate.

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			Level 1	Level 2	Level3	Level4	Level5	
PD, OHRM Goal #1, 2, 3, 4; HR Dir CE Results Driven	Quality, Timeliness, Cost	Leads or supports assigned initiatives or projects	The quantity or quality of the employee's work is not adequate for the position or organizational needs. Tasks are not completed with the required accuracy and thoroughness. Products are not completed within established timeframes or require major revision because they are incomplete or inaccurate. Lack of adherence to required procedures, instructions, and formats contribute to inadequate work products. Deficiencies create adverse consequences for the organization or create unacceptable burdens for other personnel. The employee's lack of cooperation with customers, supervisor, and/or coworkers, or loss of credibility due to irresponsible communication or work activity, interferes with the successful completion of the work.	Tasks, projects, initiatives are delivered requiring frequent oversight by supervisor and/or team lead: Minimally cooperates with others to accomplish projects or tasks. Maintains an environment for cooperation and teamwork. Minimally leads or supports others in formulating and executing the project or task. Develops plans, implements, monitors, supports and/or delivers assigned projects or tasks are completed outside the established time frame and quality and work minimally supports the team. Keeps parties informed when it appears that projects or tasks cannot be completed on time.	Ensures tasks, projects, initiatives are delivered according to established procedures, goals, quality and timeframes: Cooperates with others to accomplish projects or tasks. Promotes and maintains an environment for cooperation and teamwork. Leads or supports others in formulating and executing the project or task. Develops plans, implements, monitors, supports and/or delivers assigned projects or tasks to meet the assigned goals of the project plan within established deadlines, cost (if applicable) and quality. Keeps parties informed when it appears that tasks or projects cannot be completed on time, for the purpose of developing better solutions.	Meets requirements for Level 3 and: Applies innovative approaches to resolve unusual/difficult issues for improving results of the project or task. Develops plans, implements, monitors, supports and/or delivers assigned projects or tasks to exceed the assigned goals of the project plan ahead of the established deadlines and above quality requirements. Proactively keeps parties informed when it appears that projects or tasks cannot be completed on time, for the purpose of developing better solutions and/or renegotiating the target date based on upon facts.	Meets requirements for Level 4 and: Leads/guides/mentors/supports team in dealing with complex and highly technical problems for delivering high quality results. Offers help and assistance to team members and/or peers in order to help the team succeed. Leads or supports in solving broad organizational issues by exceeding project or initiative goals benefiting OHRM and/or GSA. Leads or supports long term or complex projects that that significantly impact organizational goals.	Supervisor, Lead, Employee Self-Assessment, Customer Feedback, Surveys, Project Feedback

Critical Element: Communication(10%)

Description: This critical element considers the ability to communicate both orally and in writing

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PD, OHRM Goal #1, 2, 3, 4; HR Dir CE Building Coalitions	Quality, Timeliness	Oral and written communication.	The quantity or quality of the employee's work is not adequate for the position or organizational needs. Tasks are not completed with the required accuracy and thoroughness. Products are not completed within established timeframes or require excessive revision because they are incomplete or inaccurate. Lack of adherence to required procedures, instructions, and formats contribute to inadequate work products. Deficiencies create adverse consequences for the organization or create unacceptable burdens for other personnel. The employee's lack of cooperation with customers, supervisor, and/or coworkers, or loss of credibility due to irresponsible communication or work activity, interferes with the successful completion of the work. Requires excessive revision of sentence structure, spelling and grammar.	Communication is delivered requiring frequent oversight by supervisor and/or team lead: Communicates, explains information; lacks ability to compose documents in a comprehensive, logical and accurate manner involving the technical information that may often require follow up clarification. Written materials require minimal editing to correct grammar, punctuation, sentence structure and/or spelling. Provides fact-based information and makes recommendations.	Ensures communication is delivered according to established procedures, goals, quality and timeframes: Presents accurate information in a clear, well-organized, comprehensive, logical and understandable manner for the client and ensures understanding. Prepares materials using proper grammar, sentence structure, punctuation, and spelling. Provides advice and guidance consistent with appropriate guidelines in a coherent, articulate, positive, helpful manner that result in thorough communication and understanding of relevant issues between the incumbent and the customer. Provides accurate up-to-date, fact-based information and makes appropriate recommendations.	Meets requirements for Level 3 and: Clearly communicates, explains, or accurately defends ideas or information using appropriate modes or methods ahead of established schedule and above quality standards. Composes documents in an understandable manner involving the technical information that rarely require grammar, sentence structure, punctuation, spelling, or content corrections. Articulates clearly and conveys interest to the customer/co-worker and ensures understanding and follows up as appropriate.	Meets requirements for Level 4 and: Provides fact-based, comprehensive, and well-researched recommendations consistent with applicable policy, procedures, laws, and regulations consistently ahead of established deadlines and above quality standards. Resolves disputes and problems with others through the use of problem solving, conflict resolution, and negotiation techniques. Provides suggestions or implements methods to use and communicate information that improves programs and procedures. Effectively uses communications and persuasion skills in situations where parties have different opinions or there is controversy regarding the issue and the proposed solution.	Supervisor, Lead, Employee Self-Assessment, and Customer Feedback and Surveys

Critical Element: Time to Fill and Database Maintenance(15%)

Description: -Time to Fill Metrics

-Requirement to update the tracking system on a regular basis

-Increased communication/reminders to return certificates and make selections

Derived From	General Measure	Specific Measure	Standards/Exception					Feedback Source For Monitoring
			Level 1	Level 2	Level3	Level4	Level5	
PD; OHRM Strategic Goal 2, 3; OHRM Mission, Vision, and Goals; CP Organizational	Quality/Timeliness	Time to Fill 80 day metric (40%)	Rarely meets performance expectations as defined in Level 3. Less than 60% of all Recruitment & Staffing SLA targets are met unless delays occur outside of HR's control.	Partially meets performance expectations as defined in Level 3. 60% - 79% of all Recruitment & Staffing SLA targets are met unless delays occur outside of HR's control.	In an effort to meet the 80-day hiring metric, 80%-89% of all Recruitment & Staffing SLA targets are met unless delays occur outside of HR's control.	Meets requirements for Level 3 and often exceeds performance expectations. 90%-94% of all Recruitment & Staffing SLA targets are met unless delays occur outside of	Meets requirements for Level 4 and consistently exceeds performance expectations. 95% of all Recruitment & Staffing SLA targets are met unless delays occur outside of	Supervisor, Leads, Employee Self-Assessment, Customer Feedback; SLA's, Workload Tracker, QuickHire, CHRIS (other Personnel Mgmt systems), HRIT

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Goals, Operating PrinciplesHR Dir CE Results Driven						HR's control.	HR's control.	
PD; OHRM Strategic Goal 2, 3; OHRM Mission, Vision, and Goals; CP Organizational Goals, Operating PrinciplesHR Dir CE Results Driven	Quality/Timeliness	Updates to Workload Tracker reflect accurate information to ensure accurate reporting of workload and meet SLA measures. (60%)	Rarely updates reporting systems unless instructed to and with less than a 75% accuracy rate to ensure timeliness and SLA's are met. Not timely on consulting with selecting official unless instructed to in order to discuss timelines for receiving referral, setting up panels, and conducting reference checks so that selecting official can meet due dates. Evidence indicates contact made with selecting officials seldom occurs prior to due dates so that selecting official can adequately plan to meet due dates. Not timely on updating Trackers and/or closing out vacancies in QH after establishing a start date for a selection or return of referral with no selection. Runs Self audit reports on current activity to ensure all actions are handled timely and accurately but requires continual follow-up to ensure data is accurately documented. Volume of work is minimal for Center. Works only with assigned customers and requires others to provide support on the majority of the actions.	Rarely updates reporting systems and only with a 76% - 89% accuracy rate to ensure timeliness and SLA's are met. Not timely on consulting with selecting official to discuss timelines for receiving referral, setting up panels, and conducting reference checks so that selecting official can meet due dates. Evidence indicates contact made with selecting officials rarely occurs prior to due dates so that selecting official can adequately plan to meet due dates. Rarely updates Trackers and/or close out vacancies in QH after establishing a start date for a selection or return of referral with no selection. Runs Self audit reports on current activity to ensure all actions are handled timely and accurately but requires regular and recurring follow-up on a weekly basis to ensure data is accurately documented. Volume of work is below average for Center. Works only with assigned customers and requires others to provide support.	Updates to all reporting systems are accomplished weekly with a 90% - 94% accuracy (i.e., correct and no missing data) rate to ensure timeliness and SLA's are met. Consults with selecting official during strategic conversation on each assigned announcement to discuss timelines for receiving referral, setting up panels, and conducting reference checks so that selecting official can meet due dates. Evidence indicates contact made with selecting officials occur regularly and sufficiently prior to due dates at various stages so that selecting official can adequately plan to meet due dates. Regularly averages 3 workdays to update Trackers and/or close out vacancies in QH after establishing a start date for a selection or return of referral with no selection. Runs twice a month self audit reports on current activity to ensure all actions are handled timely and accurately.	Updates to all reporting systems are accomplished twice a week with a 95% - 97% accuracy rate to ensure timeliness and SLA's are met. Contacts selecting official throughout process to help keep progress on target. Regularly averages 2 work days to update Trackers and/or close out vacancies in QH after establishing a start date for a selection or return of referral with no selection. Runs weekly self audit reports on current activity to ensure all actions are handled timely and accurately. Works mainly within Region but provides assistance to team regardless of Region as requested.	Updates to all reporting systems are accomplished daily with a 98% or higher accuracy rate to ensure timeliness and SLA's are met. Routine reports indicate minimal to no need to provide corrective action on reports. Analyses tracking data to identify trends that will improve communication and processes. Shares data with appropriate management officials to discuss best practices or plan for needed interventions to improve timeliness. Aids team members on updating the systems to ensure information is timely and accurate. Regularly averages 1 workday to update Trackers and/or close out vacancies in QH after establishing a start date for a selection or return of referral with no selection. Runs twice weekly self audit reports on current activity to ensure all actions are handled timely and accurately. Volume of work may indicate workload is excessively larger than other team members across the Center due to productivity, organization, and diligence. Works with customers across the Center and/or nation and seeks to provide assistance in ensuring HR Service Center data is up to date and current for all team members.	Supervisor, Leads, Employee Self-Assessment, Customer Feedback; SLA's, Workload Tracker, QuickHire, CHRIS (other Personnel Mgmt systems), HRIT

Critical Element: Technical Accuracy(41%)

Description: Work products/functions conform to OHRM standards, are free from mistakes/errors and reflect the following, (e.g.):

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Written/Digital Work Products Content

- Usage of Current Templates
- Usage of Plain Language Techniques
- Usage of Proper Grammar
- Usage/Accuracy of staffing tools (e.g. Job Analyses, Weighting Calculator, Crediting Plan entered into vacancy announcement in system, etc...)
- Usage of standard JAs and crediting plans

Information Research/Review/Application

- Knowledge of and ability to research, interpret and apply Federal/GSA Regulations/Policies/Procedures
- Proper usage/application of resources, SOPs, regulations, etc.

Records management

- Creation of work products using GSA records management procedures (including naming conventions, usage of Google (cloud-based) storage and permanent (server-based) storage).
- Maintenance of work products using GSA records management procedures that outline the characteristics and proper handling of records/work products.
- Destruction of work products using GSA records management procedures

Accountability

- Knowledge and application of review/audit methods and best practices to ensure the quality of work products and adherence to Federal and agency-specific guidelines

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PD; OHRM Strategic Goals 1,2,3, 4; OHRM Mission, Vision, and Goals; CP Organizational Goals, Operating Principles, HR Dir CE Results Driven	Technical Accuracy		Performance regularly requires supervisory intervention. The quality and quantity of the employee's work are not adequate for the position. Work products do not meet the minimum requirements (show limited or outdated knowledge of HR rules and regulations) expected requiring extensive review and rework. Demonstrates little understanding of their contribution to organizational goals; is often unable to meet work objectives; demonstrates inattention to organizational priorities and administrative requirements; has work habits resulting in frequently missed deadlines and/or incomplete work products; has strained work relationships resulting in insufficient information or understanding of issues to be addressed and inadequate	Performance shows deficiencies that require correction. Work frequently (more than occasional basis) needs revision or adjustments. Assignments are completed, but often require guidance or direction from supervisor and/or peers. Organizational goals and objectives are met as a result of supervisory and/or peer intervention. On one or more occasions, important work requires unusually close supervision to meet organizational goals or needs so much revision that deadlines were missed or imperiled. Shows a lack of awareness of current policy and their implications on assignments; products, advice and/or guidance are based on incomplete research; inappropriate or incomplete	Demonstrates performance that meets organizational goals. All critical activities are generally completed in a timely manner and supervisor is kept informed of work issues, alterations and status. Accurately applies relevant laws, rules, regulations and guidance to issues assigned. Effectively and accurately applies technical skills and organizational knowledge to get the job done. Successfully carries out regular duties while also handling any difficult and/or special assignments. The employee plans and performs work according to organizational priorities and schedules. Examples of performance at this level demonstrate few	Meets requirements for Level 3 and: Is considered an expert who is sought out by others (e.g. to explain or interpret complex issues/problems and develop appropriate solutions) throughout the Service Center team or within the customer base. Demonstrates good, sound performance that meets and exceeds organizational goals. Shows a thorough understanding of the objectives of the job and the procedures for meeting them. Effective planning by the employee improves the quality of staffing/recruitment practices, operating procedures, task assignments and/or program activities.	Meets requirements for Level 4 and: Demonstrates performance that is of such high quality that organizational goals have been achieved that would not have been otherwise. Demonstrates mastery of technical skills and a thorough understanding of staffing and recruitment and has an impact on the achievement of OHRM and customer objectives. Exerts a major positive influence on staffing/recruitment practices, operating procedures and/or program implementation, which contributes substantially to organizational growth and recognition. Uses critical thinking skills to make recommendations for	Supervisor, Leads, Employee Self-Assessment, Customer/Team Feedback, SLA's, Workload Tracker

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			<p>responses to client needs; and/or insufficient response to supervisor's corrective efforts.</p> <p>Seldom elicits required facts before rendering advice or guidance.</p> <p>Rarely researches applicable HR rules and regulations.</p> <p>Examples of performance at this level demonstrate regular and recurrent errors and inaccuracies requiring review, rewrite and intervention from lead/supervisor and include, but are not limited to:</p> <ul style="list-style-type: none"> - same mistakes or inaccurate information continually repeated after being corrected previously by supervisor/team lead; - inaccuracies creating vacancy announcements; - frequently recurring inaccuracies performing qualification & eligibility determinations; - lack of ability to write new/effective assessment questions that frequently require rewrite/assistance from other specialists/supervisor; - lack of ability to use/apply weighting flexibilities (frequently not getting SME input on weighting of individual questions/responses or not applying weights correctly); - demonstrates lack of research skills by rendering advice/guidance with very little to no research causing customers to regularly seek clarification from assigned specialist, other specialists/supervisor. 	<p>use of programs or services; circumvention of established procedures, resulting in unnecessary expenditure of time and/or inaccurate work product; reluctance to accept responsibility; disorganization in carrying out assignments; incomplete understanding of one or more important areas of staffing/recruitment work; unreliable methods for completing assignments.</p> <p>Examples of performance at this level demonstrate frequent errors that require intervention (review, rewrite, etc) and include, but are not limited to:</p> <ul style="list-style-type: none"> - inaccuracies creating vacancy announcements; - repeated instances of inaccuracies performing qualification & eligibility determinations after instruction/feedback; - difficulties writing new/effective assessment questions that require rewrite/assistance from other specialists/supervisor; - improper use of weighting flexibilities (SME input on weighting of individual questions/responses is inconsistent/sporadic); - demonstrates poor/incomplete research skills before rendering advice/guidance causing customers to seek clarification from assigned specialist, other specialists/supervisor. 	<p>errors/inaccuracies and include, but are not limited to:</p> <ul style="list-style-type: none"> - creating complete/accurate vacancy announcements; - accurate qualification & eligibility determinations; - writing new/effective assessment questions; - accurate use of weighting flexibilities (getting SME input on weighting of individual questions/responses); - adjusting applicant's self-ratings when it is evident scores are inflated; - demonstrating strong/complete research skills before rendering advice/guidance. 	<p>Uses critical thinking skills to make recommendations for that result in improved staffing programs (for example, commenting on proposed policies and SOPs)..</p> <p>Develops and/or implements workable and effective approaches to meeting organizational goals: addressing and resolving HR and customer issues..</p> <p>Demonstrates an ability to get the job done well in more than one way while handling difficult and unpredicted problems.</p> <p>When dealing with a high quantity of work able to maintain high quality/compliance with standards, often ahead of established schedules with less than normal supervision.</p> <p>Examples of performance at this level demonstrate handling of unique/difficult/higher volume assignments with few errors/inaccuracies, bringing suggestions/ options when seeking assistance with difficult/unique areas that have few examples and include, but are not limited to:</p> <ul style="list-style-type: none"> - creating complete/accurate vacancy announcements; - accurate qualification & eligibility determinations; - writing new/effective assessment questions; - use of weighting flexibilities (getting SME input on weighting of individual questions/responses); - adjusting applicant's self-ratings when it is evident 	<p>improving the staffing program (for example, commenting on proposed policies and SOPs). Such recommendations often include substantive comments that have broad organizational impact.</p> <p>Plans for the unexpected and proactively uses alternate ways of reaching goals. Difficult assignments are handled intelligently and effectively. Produces an exceptional quantity of work, often ahead of established schedules and with little supervision.</p> <p>Handling of complicated or controversial subjects demonstrates strategic understanding of customer's business needs and recommendations for solutions are presented or explained effectively to a variety of audiences so that desired outcomes are achieved.</p> <p>Effectively coaches/trains other staff members to enhance overall performance of organization and Service Center or beyond.</p> <p>Examples of performance at this level demonstrate handling of unique/difficult/high volume assignments with rare errors/inaccuracies, seeking input (as necessary) before proceeding with difficult/unique areas that have few/no examples and include, but are not limited to:</p> <ul style="list-style-type: none"> - creating complete/accurate vacancy announcements; - accurate qualification & eligibility determinations; - writing new/effective 	

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						scores are inflated; - demonstrating strong/complete research skills that include latest appropriate case law or creative solutions before rendering advice/guidance - providing feedback/guidance to peers and lower graded specialists - present previously developed formal training to customers and/or peers	assessment questions; - use of weighting flexibilities (getting SME input on weighting of individual questions/responses); - adjusting applicant's self-ratings when it is evident scores are inflated; - consistently sought out as an expert to provide feedback/guidance to peers and lower graded specialist - Design and present formal training to customers and/or peers	

Critical Element: Teamwork(10%)

Description: Considers building effective and efficient interactions and working relationships among groups including internal and external.

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			Level 1	Level 2	Level3	Level4	Level5	
PD; OHRM Strategic Goals 1,2,3,4; OHRM Mission, Vision, and Goals; CP Organizational Goals, Operating Principles, HR Dir CE Building Coalitions	Quality	Working with others; Leading or supporting assigned initiatives or projects	Frequently creates conflict. Often puts self above team and peers. Often demonstrates little understanding or support of team goals. Often misses team meetings and/or demonstrates unwillingness to participate as a team member or solve team issues. Misses 3 or more agreed upon deadlines for team assignments. Often provides insufficient information or feedback to keep team members and/or peers informed of issues, information, or knowledge impacting them; Actions exclude team members and/or peers when should and	Is only partially successful at performing Level 3 expectations, or performs Level 3 expectations with more supervisory assistance or intervention than expected for an employee at the grade level. Misses 2 agreed upon deadlines for team assignments. Listens but does not regularly contribute ideas.	Exhibits responsiveness when asked for input or comments. Takes and expresses interest in the success of team members, peers, partners, and organization by willingly providing assistance when requested or offers assistance when recognizing others on team need assistance. Initiates collaborative resolution of issues when necessary. Actively works with, solicits ideas from, and shares information with other team members and/or peers when appropriate. Communication with team members and/or peers is accurate and timely. Accepts and works effectively with team members and/or	Meets requirements for Level 3 and: Consistently offers help and assistance to team members and/or peers in order to help others succeed. Consistently places workgroup priorities before personal priorities. Identifies and proactively addresses issues that may be creating conflict and takes action to resolve problems and improve team cohesiveness.	Meets requirements for Level 4 and: Demonstrates a participative or inclusive approach in working with others, fostering cooperation, pride, open communication, and trust. Sets an example as an effective team member and/or peer. May serve as a formal or informal mentor and/or coach for others within the team or HR Service. Seeks to learn and grow from others who have ideas, work styles, or approaches different from his/her own. Creates strong spirit and morale in the workgroup. Routinely collaborates outside of their organizational	Customer feedback; Supervisor observation; Established performance measures; Internal/external reviews/feedback; Self-assessment (examples)

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			<p>disengaged in way that leads to distrust.</p> <p>Demonstrates a condescending approach toward team members and/or peers.</p> <p>Gives little consideration to opinions or viewpoints of others when in conflict with his/her own viewpoint.</p>		<p>peers who have ideas, work styles, or approaches different from his/her own.</p> <p>Demonstrates trust in integrity of team members and/or peers.</p> <p>Actively participates on Service Center Teams contributing to the completion of work products, implementation, etc. within agreed upon timeframes.</p>		<p>unit. Fosters an atmosphere of teamwork and open collaboration as evidenced by strong team participation in organizational events.</p> <p>Is uncommonly effective in assisting in dealing with resolving conflicts both within and outside of the team.</p> <p>Proactively participates on CP Initiative/Strategic Teams and/or external teams with national impact; contributes to the completion of work products, implementation, etc. with agreed upon timeframes.</p> <p>May identify potential team projects that provide solution to customer issue or improve HR services.</p> <p>Customers may seek out employee to participate on their teams or to advise their internal teams.</p> <p>(e.g.) Recognizes others as legitimate contributors to the shared goals; builds on other's ideas and responsibly helps the overall advancement of knowledge of the team.</p> <p>Encourages diverse points of view, openly negotiates emerging understandings and provides and accepts specific feedback to and from each other to improve team processes and project outcomes</p> <p>Assists in dealing with resolving conflicts both within and outside of the team.</p> <p>May identify potential team</p>	

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Derived From	General Measure	Specific Measure	Standards/Exception					Feedback Source For Monitoring
			Level 1	Level 2	Level3	Level4	Level5	
							<p>projects that provide solution to customer issue or improve HR services.</p> <p>Leads/guides/mentors/supports team in dealing with complex and highly technical problems for delivering high quality results.</p>	